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Another method which is now being tried by a number of libraries is the issuing of a monthly list of available duplicates and sending this to those libraries which are willing to co-operate in like fashion. The use of the mimeograph has made the cost of such lists a trifling sum, and they have resulted in very large and profitable exchange relations. I have sent out some forty or more such lists with the result that at least nine-tenths of the material offered has been taken by some one of the libraries receiving the list. From some of these I have not as yet received anything in exchange, but I have the satisfaction of knowing that the material was of use somewhere and that some time I shall get a return from the libraries which have selected this material. The cost has been relatively little and the returns in books selected from similar lists have abundantly justified the expense. The real difficulty in the development of this method lies in the unwillingness or inability of many libraries to provide lists of their duplicate material. All of us owe a great debt to the Library of Congress and to the New York Public Library for the very generous additions we have received from them through such lists, an obligation which we are endeavoring to repay as rapidly as we may.

There are many other examples which might be given through which an increase of efficiency may be secured without an increase in the cost of administration. We have talked very little about the possibilities of collective purchasing, or of a combination whereby a competent and efficient "replacement" man might be employed in each large city, to meet the constantly increasing de-

mand from libraries for such service. We have no organization whereby the need of libraries for a reprint of some important out-of-print work can be tabulated and pressure brought upon the publisher to issue a new edition, nor have we any machinery to prevent the issue of faked new editions to be foisted upon the libraries. All these and many others I must pass over and confine my illustrations to one more concrete example.

1. Do we all need to buy everything? With the enormously increased production of books, must we not work out some co-operative arrangement whereby the field of purchase shall be more thoroughly covered, by a division of purchase among the libraries of a state or of a city?

2. Do we all need to keep all the books we now have? Cannot the older and less frequently called for books be brought together in one or two libraries of a state, which shall act as a reservoir, relieving libraries generally of the expense of keeping material little in demand, and thus reducing maintenance and overhead for many others?

These examples must suffice to make clear the position I am trying to establish. In the face of increasing demands upon the public purse, it is time for a careful review of all our methods, time for a systematic survey of all our resources, time for co-operative combinations for more effective results. The great need of American libraries today is that each library should think not in terms of itself and its own interests, but in the spirit and with the conception of library unity. Each must be ready to give and each ready to take whatever action will be for the greatest good of all our American libraries.

REETING TO THE ASSOCIATION

By ADAM STROHM, *Librarian Detroit Public Library*

FIRST GENERAL SESSION

From near and far, even from distant parts outside the United States borders, delegates of the American Library Association are journeying along routes converging toward Detroit, for their forty-fourth annual conclave in the furthering of a great educational and social movement. The heartiest greetings are extended to these visitors by the City

of Detroit, deeply conscious of the honor conferred upon it by the presence of these guests.

The affection for and pride in their city on the part of all its citizens allow us to feel that this event is a tribute paid to our city as a whole for its natural attractions, its spirit of enterprise, its achievements, its honorable

record as an enlightened community in directing its material prosperity toward the creation of a happy community life of good will and widening social and cultural activities.

This gathering of many earnest people is for the particular purpose of taking counsel for the promotion of communal and national library service and incidentally to inspect the local institutions maintained for that purpose. Those of us now actively enlisted in such local educational service feel deeply the honor of entertaining our visiting associates. We realize, however, with grateful hearts that the recognition that may be given to our city for local library achievements can be claimed in only a very small measure by those on the muster roll now. All honor to those who

preceded us, to those whose faithful service is enscrolled in the records of the institution. We also take pride in the generous spirit and attitude taken by the citizens of Detroit in determining that free public institutions must be, and in the faithful, courageous manner in which those entrusted with the city government fulfilled the desires and hopes of the community.

It is our very earnest hope that these representatives of the library profession will find their visit here profitable and that they will be made to feel in the widest degree possible the warm spirit of hospitality with which we greet their arrival. We are at your service and would regret nothing quite as deeply as not being given an opportunity to make you comfortable.

THE NEW AMERICAN

By M. L. BURTON, *President, University of Michigan*

FIRST GENERAL SESSION

I take great pleasure in the opportunity that this occasion gives to me of expressing publicly the deep appreciation which the American people feel to this organization for the remarkable service which you rendered to our soldiers and sailors during the great war. I am of the impression that while you have done many other things of vital importance for education, and for the standards of local communities which you represent, nothing has meant so much to the American people, or has come so close to their hearts as what you did in the war.

You have had brought to you, in a very excellent way, the greetings of the city of Detroit. I hope I shall not seem pretentious if I venture to take upon myself the privilege of speaking for the educational interests of the state of Michigan. We are delighted to know that you are going to come to Ann Arbor on Thursday; and may I now, on behalf of the University of Michigan, extend to you a most cordial and hearty welcome to the campus of the University and the luncheon which the Board of Regents is very happy to provide, and for all of the other things which are planned for you during that day. May I ask you, as you visit the University of Michigan, to think of it as one illustration of

the great experiment in democracy which we are making upon this continent.

Now, I do not want to take your time tonight to say too much about the University of Michigan. I would not say a word about it, were it not for this fact,—that the University of Michigan, as a tax-supported institution, will afford you an excellent illustration of what a people can do in organizing and maintaining an institution of higher learning. I think possibly I shall not be going too far if I say that in many quarters of the United States, a certain primacy is accorded and conceded to the University of Michigan. Perhaps this is due largely to the fact that the University for one full generation was doing its work before the other now large state universities assumed their importance.

I shall not worry you with facts about it; but we are proud of our traditions there, proud of the spirit and the atmosphere of the place; and our great fundamental aim is this: to make it perfectly clear that a sovereign state can organize and maintain a university which will offer to the picked young men and women of the state and the country opportunities for higher education which cannot be excelled anywhere in the